

luor designs, builds and maintains many of the world's most challenging and complex projects. Through its global network of offices on six continents, the company provides comprehensive capabilities and world-class expertise in the fields of engineering, procurement, construction, commissioning, operations, maintenance, and project management.

Fluor's 43,000 employees operating globally across five Business Groups adhere to Fluor's Core Values of safety, integrity, teamwork, and excellence.

Safety

We hold sacred the current and future well-being of people — employees, customers, and communities in which we work and live.

Integrity

We live by the highest ethical standards. Our actions are consistent with our values and principles

Teamwork

We treat all people with dignity, respect each other's perspective, and share knowledge and resources to achieve excellence, deliver value, and grow individually and collectively.

Excellence

We strive to deliver quality fit-for-purpose solutions at unmatched value.

Fluor's diversified industries are categorized by five diverse Business Groups:

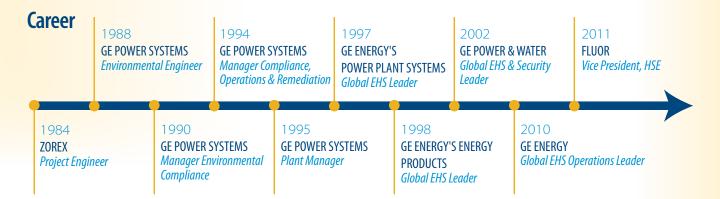
- Energy & Chemicals Serves the global oil and gas production and processing industries and the chemicals and petrochemical industries
- Industrial & Infrastructure Serves the transportation, mining, life sciences, telecommunications, manufacturing, commercial and institutional, and healthcare sectors
- Fluor Government Group Provides a variety of services to the U.S. and select international governments
- Power Serves the gas and solid fuel, nuclear, plant betterment, and renewables marketplace
- Global Services Assists clients in sustaining and improving the performance of their plants and facilities

Jeff Ruebesam is Fluor's Vice President of Health, Safety & Environmental (HSE). He oversees Fluor's HSE activities and

leads an organization of more than 800 HSE professionals on construction and maintenance project sites and offices located around the world.

Before joining Fluor, Jeff served as the Global Environment, Health & Safety (EHS) Operations Leader for GE Energy, which includes GE's Power & Water, Energy Services, and Oil & Gas business units with a combined \$37 billion in revenue and approximately 90,000 employees. Jeff spent more than 20 years with GE in several different HSE leadership positions across a number of business units. Early in his career, he worked for an engineering consulting company and was a registered Professional Engineer in Massachusetts. He holds a Bachelor of Science in Mechanical Engineering from Northeastern University in Boston.

Jeff is based at Fluor's Greenville, South Carolina campus. He enjoys golfing and spending time with his wife Debbie and their 10-year-old daughter, Lauren.





Fluor HSE 2012 Strategic Initiatives

- Leverage our collective strengths and act as "One Team"
 - Think globally, execute locally, and support each other
- Proactively drive a positive HSE culture
 - Focus on leading indicators to improve performance
- Enhance, simplify, and standardize HSE, consistent with "One Fluor"
 - Implement consistent programs, training, systems, tools, and metrics
- Behave sustainably
 - Incorporate sustainability into work practices
- Connect with customers, peers, partners, and governments
 - Learn, share, benchmark, and help shape our industry
- Develop our people and strengthen our pipeline
 - Mentor, grow, and retain our global talent
- Tell our story
 - Communicate our expectations, plans, and results

